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#### IV. DISCUSSION OF PROBLEMS, PLANS, AND THOUGHTS FOR THE FUTURE:

a. I consider that in the past two years the capacity of Covert Training has expanded considerably. The number of projects and trainees is not substantially greater than in the past. However, many of the requirements levied on us have called for a highly sophisticated and professional approach comparable to the Agency's most intricate and sensitive operations. The nature of current needs for comprehensive training programs, entailing instruction in all facets of covert operations, make a far greater demand than the teaching of routine tradecraft skills. We have aimed toward making the trainee a clandestine operator rather than merely training him in some limited skills or Clandestine Methods and Techniques. To do so has made greater demands on the staff, its skills and time. The increase in substantive and qualitative capacity has resulted in our having been committed almost fully to the extent of our quantitative capacity. (See the training load chart appended to paragraph I.a.6.(d), page 9.)

I have already commented on the quality of current instructor personnel. It might be well to note that the placement of competent people [REDACTED] has made for a far greater utilization of the capacity of that Base than in the past. The continued need to "maintain a competent staff" is obvious. In the most recent past more well-qualified instructor personnel have been made available, and what is perhaps much more important, the ST careerists returning from rotational assignments have been highly qualified instructors and experienced operators.

b. I believe current [REDACTED] equipment to be adequate, except for normal replacement requirements. I consider a good many of our administrative problems as being handled more smoothly than in the past. I am particularly grateful for the support received from [REDACTED] office. The one administrative problem not totally solved is the maintenance of inventories for [REDACTED] and the detail necessary for this purpose. An administrative memorandum now under discussion and mentioned earlier should make it possible to simplify this.

c. In my view the most important work to be planned has to do with the maintenance of adequate, accurate, and current materials to substantiate the training which is being done. The specific training

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25X1A subjects for which Covert Training must maintain a capacity to teach are pretty well established (see paragraph II.b.). The recent compilation of materials, reference and writing guidance papers (see paragraph II.b.2.) has been an important step in equipping the Covert Training staff to do a proper job. This and the writing of an Instructors Guide is the result of the assignment of [REDACTED] a very senior and experienced instructor, to this job. Its completion required constant follow up and the closest collaboration with other elements of the Operations School. It took the better part of one-and-a-half years to accomplish. With regard to the CI material, a similar job was done by [REDACTED] both as a consequence of the need to bring the CI materials up to date, and to meet the requirements of his various training projects. The finalization of the CI material has just recently been assigned to [REDACTED]

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d. To attain a desired and hoped for level of accomplishment with regard to Covert Training materials the following needs to be done:

1. The review of the "Instructors Guide to Tradecraft" by various elements of the Operations School should be completed. It was requested on 22 March, and so far only limited replies have been received. To some extent this is to be done orally between [REDACTED] and other elements of the Operations School.

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2. The identified errors and shortcomings should be incorporated in revised segments of the Guide at the earliest date.

3. The rewriting of certain segments from an editorial as well as doctrinal standpoint, insofar as necessity therefore has already been determined, should be undertaken. This involves the determination of who should do this work and within what time.

4. From the Plans and Policy Staff came the recommendation for a review of some of the materials by a "panel of tradecraft experts". This recommendation was apparently made without the realization that the expression of many of the ideas in the Guide stems from seminars conducted by the tradecraft faculty of the OC in which [REDACTED] took part. However, the FPS recommendations point strongly to the need for a continued close collaboration between OC [REDACTED] and Covert Training instructors. Since

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